

Change Management: Manage the Change or It Will Manage You (Management Handbooks for Results)

Frank Voehl, H. James Harrington

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Change Management: Manage Change or It Will Manage You represents a substantial core guidance effort for Change Management practitioners. Organizations currently contend with increasingly higher levels of knowledge-driven competition. Many attempt to meet the challenge by investing in expensive knowledge-driven change management systems. Such systems are useless, and sometimes even harmful, for making strategic decisions because they do not distinguish between what is strategically relevant and what is not.

This Management-for-Results Handbook focuses on identifying and managing the specific, critical knowledge assets that your organization needs to disrupt your competitors, including tacit experience of key employees, a deep understanding of customers' needs, valuable patents and copyrights, shared industry practices, and customer- and supplier-generated innovations. The authors present two aspects of Change Management: (1) traditional Change Management as it impacts the project management team's activities and (2) a suggested new approach to Change Management directed at changing the culture. The focus is to prepare the people impacted by the project and change activities to accept and adapt to the new/changed working conditions.

The first half of the book deals with traditional Change Management, which covers the topics of remembering, understanding, and applying. The second half presents the authors' new approach to changing the culture, which deals with analyzing, evaluating, and creating.



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